

Survey of Programs Designed To
Improve Employee Morale
In Seven Major American Shipyards

UNITED STATES NAVY
David Taylor Research Center

in cooperation with

National Steel and Shipbuilding Company
San Diego, California

Report Documentation Page				Form Approved OMB No. 0704-0188	
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1. REPORT DATE JUL 1992		2. REPORT TYPE N/A		3. DATES COVERED -	
4. TITLE AND SUBTITLE Survey of Programs Designed to Improve Employee Morale in Seven Major American Shipyards				5a. CONTRACT NUMBER	
				5b. GRANT NUMBER	
				5c. PROGRAM ELEMENT NUMBER	
6. AUTHOR(S)				5d. PROJECT NUMBER	
				5e. TASK NUMBER	
				5f. WORK UNIT NUMBER	
7. PERFORMING ORGANIZATION NAME(S) AND ADDRESS(ES) Naval Surface Warfare Center CD Code 2230-Design Integration Tools Bldg 192, Room 128 9500 MacArthur Blvd, Bethesda, MD 20817-5700				8. PERFORMING ORGANIZATION REPORT NUMBER	
9. SPONSORING/MONITORING AGENCY NAME(S) AND ADDRESS(ES)				10. SPONSOR/MONITOR'S ACRONYM(S)	
				11. SPONSOR/MONITOR'S REPORT NUMBER(S)	
12. DISTRIBUTION/AVAILABILITY STATEMENT Approved for public release, distribution unlimited					
13. SUPPLEMENTARY NOTES					
14. ABSTRACT					
15. SUBJECT TERMS					
16. SECURITY CLASSIFICATION OF:			17. LIMITATION OF ABSTRACT SAR	18. NUMBER OF PAGES 103	19a. NAME OF RESPONSIBLE PERSON
a. REPORT unclassified	b. ABSTRACT unclassified	c. THIS PAGE unclassified			

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NATIONAL SHIPBUILDING RESEARCH PROGRAM

PANEL SP-5

HUMAN RESOURCE INNOVAITON

**SURVEY OF PROGRAMS DESIGNED TO
IMPROVE EMPLOYEE MORALE
IN SEVEN MAJOR AMERICAN SHIPYARDS**

July 1992

In Cooperation With

NATIONAL STEEL & SHIPBUILDING COMPANY
HARBOR DRIVE & 28th STREET
SAN DIEGO, CALIFORNIA

TASK NO. N5-91-3

Acknowledgments

This publication is the deliverable of a project managed by Win/Win Strategies of Bethlehem, Pennsylvania, for the National Shipbuilding Research Program (NSRP) under David Taylor Research Center Control No. NOO0167-89-D-O071 with National Steel and Shipbuilding Company (NASSCO) and NASSCO Purchase Order No. MU171009 issued to Win/Win Strategies.

The National Shipbuilding Research Program is a joint government and industry program dedicated to improving productivity of shipbuilding, overhaul, modernization and repair by seeking, developing and implementing new ideas, technology and equipment in this Nation's shipyards, both public and private.

This research project was performed under the auspices of Panel SP-5, Human Resource Innovation, of the Ship Production Committee of the Society of Naval Architects and Marine Engineers. Panel membership is comprised primarily of naval and commercial shipyard managers and leaders of labor unions which represent employees at several of those shipyards and also includes representatives of the U.S. Navy, the Maritime Administration and the Occupational Safety and Health Administration.

The overall objective of Panel SP-5 is to develop, test and disseminate new management practices and organizational forms which better tap the potential of shipbuilding human resources for the purpose of increasing shipyard productivity.

The principal objectives of this project were to:

Ž identify programs that have been put into place in major American shipyards the purpose of which was to increase productivity through improvement in employee morale

Ž determine the reasons which prompted shipyard management to institute the programs

Ž determine whether the increase in productivity resulting from the program was quantifiable and, if so, how that was determined

Ž determine if the increase in employee morale was quantifiable and, if so, how that was determined

Ž determine whether the programs were instituted unilaterally by management or with some collaboration with affected employees and their representatives.

Frank Long, principal consultant of the firm of Win/Win Strategies, designed the survey document, conducted the survey, compiled the results and is the author of this report.

The author acknowledges, with gratitude, those responsible for completing the survey documents at each of the participating yards for their expertise and for the effort that went into completing the questionnaires applicable to the respective morale improvement programs.

TABLE OF CONTENTS

	Page
Section I	
Background	1
Section II	
The Survey Document	5
Section III	
Past and Present Morale Improvement Programs	12
Section III A	
Completed Questionnaires -- Sections B and C	18
Section III B	
Frequency Distribution Of Answers by Question	81
Section IV A	
Completed Questionnaires -- Section D	87
Section IV B	
Frequency Distribution of Answers by Question	93
Section V	
Summary Highlights	94

Section I

Background

A desire to learn more about the effects of morale on productivity had been on the personal agendas of a number of members of Panel SP-5 for some time. That proposition that poor employee morale (whatever that is) adversely affects productivity was accepted as a fact. It was asserted that, at certain member yards, morale was poor and productivity was suffering on account of it. The argument was that something should be done to attack the bad morale situation and if the situation could be reversed and employee morale made positive all kinds of good things would follow, including increases in productivity.

This kind of thinking had its roots in certain influences on American business life that began to emerge in the early 1980's. The first of those influences has been identified as Quality of Work Life (QWL). QWL's focus was on worker job satisfaction. Workers were perceived as being unhappy with their jobs and their working conditions and the "inevitable" conclusion, therefore, was that as a result of that unhappiness they had diminished productivity. Little statistical evidence was offered or in fact needed to correlate worker unhappiness with diminished productivity. The "facts" spoke for themselves. QWL was thought to be a way to correct the perceived problem by making the workers happy. A happy worker was the desired end product. Increased productivity was not an end in itself but just an inevitable spin off benefit.

By the mid 1980's the QWL influence had evolved into Employee Involvement (EI). Underlying EI was the notion that the extent to which the worker becomes involved in the decisions that affect his work and his work life has a direct positive correlation to his job satisfaction and therefore his productivity.

Literature on these phenomena does not generally explain the leap to a productivity objective in the evolution from QWL to EI but, then again, such an explanation is not essential to a positive assessment of EI. Remnants of the EI culture are alive and well in many organizations today.

It was within this context that Panel SP-5 decided to consider a study of morale improvement programs -- a study to be undertaken from a somewhat narrow viewpoint.

The Panel chose not either to accept or reject the propositions that "poor" morale equates to diminished productivity or that good or positive morale means increased productivity. It accepted as a probability the proposition that, under QWL influences, some morale improvement programs were put into place in various areas

of American industry, including the shipbuilding industry, for the sole purpose of raising the happiness level of the worker with little or no consideration of the programs' effect on productivity. It saw no point in including such programs in a study to be funded under the auspices of the NSRP where increased productivity is what it is all about. Additionally, for that reason also, the Panel, in its study, chose to ignore those morale improvement programs that were designed to increase productivity but, in their implementation, failed to do so. To attempt to identify such programs as failures in a study of this nature would be to mislead and to do a disservice to the industry for the following reasons:

a. One or more of such programs may have succeeded if any of the myriad of conditions affecting it had been more favorable at the time of implementation. The Panel is simply not qualified to make a valid assessment of the reason(s) for a program's failure or to suggest changes to improve its chances for success.

b. One or more of such programs may, indeed, be enjoying successful implementation in one or more of the yards that either ignored our request to participate in the survey or assertively refused to participate.

This study then is purposely limited to those employee morale improvement programs which were designed to improve productivity and which in the opinion of management did, in fact, cause an increase in productivity whether or not that increase in productivity is quantifiable.

The survey also gives a nod of recognition to the EI concept referred to earlier in that it takes a look at some of the areas in which the employees who were to be affected by the morale improvement programs may have had input through survey or otherwise in determining the programs need or design.

In a letter sent over the signature of the Chairman of Panel SP-5, Stephen F. Sullivan, twenty-three shipyards were asked to participate in the survey. Those shipyards are:

Avondale Industries, Inc.
Bath Iron Works
BethShip/Sparrows Point Yard
Charleston Naval Shipyard
General Dynamics/Electric Boat
Halter Marine, Inc.
Ingalls Shipbuilding, Inc.
Jacksonville Shipyards, Inc.
Long Beach Naval Shipyard
Mare Island Naval Shipyard

Marinette Marine Corp.
McDermott Marine Construction
Metro Machine Corporation
NASSCO
Newport News Shipbuilding
Norfolk Naval Shipyard
NORSHIPCO
North American Shipbuilding
Peterson Builders, Inc.
Philadelphia Naval Shipyard
Portsmouth Naval Shipyard
Puget Sound Naval Shipyard
Southwest Marine, Inc.

This project reports on material submitted by the following seven shipyards in response to Mr. Sullivan's letter, a response rate of thirty percent:

Bath Iron Works	Peterson Builders, Inc.
BethShip/Sparrows Point Yard	Philadelphia Naval Shipyard
Charleston Naval Shipyard	Portsmouth Naval Shipyard
NASSCO	

Certain information concerning some of the sixteen yards that chose not to participate in the survey is included in this report because of possible insights to be gained from their mention.

Six yards failed to respond or even acknowledge Mr. Sullivan's letter.

Three yards responded to the effect that they would not participate in the survey because they had not implemented any morale improvement programs.

Of the remaining seven yards, three stated that they had no interest in the survey, and two cited difficulty in identifying increases in productivity as a result of this type of improvement as their reason for not participating. As to the latter two yards, in the author's opinion, difficulty in identifying increases in productivity is not a valid reason for not participating and represents the difference between a given reason and a real reason.

One yard frankly admitted that it did not want to share this type of data with others and the seventh yard simply stated that "it is not convenient for [YARD] to participate in the survey."

As to the seven participating yards their anonymity relative to the data provided by them will be preserved. To that end they are identified in this report as Yard 1000, 2000, 3000, etc., and their morale improvement programs are identified as 1001, 1002, 3006, etc., as the ease may be.

Section II The Survey Document

NATIONAL SHIPBUILDING RESEARCH PROGRAM PANEL SP-5 HUMAN RESOURCE INNOVATION QUESTIONNAIRE RE;

PROGRAMS DESIGNED TO IMPROVE EMPLOYEE MORALE

Section A

Introduction

Sections B and C of this survey document are applicable only to those Morale Improvement Programs (M.I.P.'s) which were implemented in your yard and were determined to be successful. A successful M.I.P. is one which resulted in improved productivity through improvement in employee morale. Care should be taken to distinguish between productivity improvement programs, as such, like incentive and piecework programs and morale improvement programs like employee newsletters, special recognition awards, problem solving teams and physical improvement in the work environment. Generally speaking, in productivity improvement programs there is usually a direct and immediate cause and effect relationship between the program and its result. On the other hand the results of M.I.P.'s are usually indirect and not necessarily immediate.

Under those definitions it is reasonable to inquire "Where do profit sharing and gain sharing programs fit?" For the purpose of this survey profit sharing and gain sharing programs are considered to be morale improvement programs.

Section D is applicable to M.I.P.'s which may be implemented in the future.

Please answer separately for each M.I.P. if more than one was (or will be) implemented.

Please also do not feel constrained to limit your answers to the space indicated in this survey document. Use as much space and as many pages as necessary to provide complete answers.

Section B

Background

- Q1. Was the M.I.P. implemented because it was determined to be
- (a) necessary _____
 - (b) desirable _____
- (Please answer one or the other - not both)
- Q2. What were the indications that brought management to the conclusion that a M.I.P. was either necessary or desirable?
- Q3. Was an attitude survey conducted? Yes _____ No _____
- Q4. Who conducted the survey?
- (a) Professional Company Representative
 - (b) Non-Professional Company Department Head, Supervisor Representative _____
 - (c) Outside Professional _____
 - (d) Other _____
 - (dl) Explain _____
- Q5. Did the survey take the form of a (Please check)
- (a) written questionnaire _____
 - (b) personal interview _____?
- Q6. If a personal interview, was it (Please check)
- (a) structured _____
 - (b) unstructured _____
 - (c) was it conducted in the employee's home environment on-site _____
 - (d) on-site but other than in (c) _____
 - (e) off-site _____
 - (f) one-on-one _____
 - (g) other than one-on-one? _____

Q7. What class of employees participated in the survey? Please check.

- (a) all _____
- (b) blue collar _____
- (c) non-exempt _____
- (d) exempt _____
- (e) other _____ (el) Please clarify.

Q8. Was the survey conducted in an anonymous manner? Yes _____ No _____

Q9. Was the employee advised that the information would be treated as a confidential matter? Yes _____ No _____

Q10. Was the employee informed that he/she would be apprised of the results of the survey? Yes _____ No _____

Q11. If yes, individually? _____ or as part of a group? _____

Q12. Was the employee apprised of the results of the survey? Yes _____ No _____

Q13. If a copy of the survey document is available, please provide.

Section C

The Program

This Section is, of course, critical as its purpose is to elicit specific information on the construction of morale improvement programs which are designed to improve productivity. Please do not feel constrained in any way. If a description of the M.I.P. is available in written form, please attach it to this survey document.

If it is unwritten, please respond in narrative form with as complete a description as possible including specific job categories covered, if other than yardwide.

Please also provide a description of the steps taken to prepare the workforce, as well as the affected employees, if different, for implementation of the M.I.P; the actual steps taken to implement the M.I.P. and, of course, the essential elements of the M.I.P.

Q14. Is the M.I.P. (Please check)

- (a) documented
- (b) undocumented ☐
- (c) structured ☐
- (d) unstructured? ☐

Q15. If documented, is the documentation available to all participants?
Yes ☐ No ☐

Q16. Who participates in the M.I.P.? (Please check)

- (a) all employees
- (b) blue collar employees ☐
- (c) non-exempt salary employees
- (d) exempt salary employees ☐
- (e) other ☐? (c1) Please explain:

Q17. Was the M.I.P. designed

- (a) in house
- (b) by an outside professional ☐
- (c) purchased off-the-shelf ☐
- (d) other ☐? (all) Please explain:

Q18. How much direct input did the affected employees have in the design of the M.I.P.? (Please check)

- (a) none ☐
- (b) a little ☐
- (c) a lot ☐

Q19. How much direct input did the union(s) have in the design of the M.I.P.? (Please check)

- (a) not applicable
- (b) none ☐
- (c) a little ☐
- (d) a lot ☐

Q20. What was the initial reaction to the M.I.P. by

Affected Overall
Employees Workforce

Please check

- (a) Positive _____
- (b) Neutral _____
- (c) Negative _____
- (d) Other _____
- (d1) Please explain:

Q21. How was that reaction determined? (Please check)

- (a) Written questionnaire _____
- (b) Personal interviews _____
- (c) Grapevine _____
- (d) Other _____ (all) Please explain:

Q22. If the initial reaction was negative, please explain how it was addressed.

Q23. Are the positive results (higher productivity) of the M.I.P. quantifiable? Yes _____ No _____

Q24. If yes, please explain.

Q25. If no, please explain how the determination of success (higher productivity) is made as to an individual, as to the affected group or other.

Q26. Is the improvement in employee morale as a result of the M.I.P. quantifiable? Yes _____ No _____

Q27. If yes, please explain.

Q28. If no, please explain how a determination of improved morale is made as to an individual, as to the affected group or other.

Q29. When was the success of the M.I.P. determined

(a) At a fixed point in time? Please explain:

(b) On a continuing basis? Please explain:

Q30. Is the success of the M.I.P. considered to have been short term or long term? Please explain:

Section D

Q31. Have you investigated other M.I.P.'s which may be applicable to your workforce? Yes_ No __

Q32. If yes, please provide a brief description of those programs which you have considered implementing.

Q33. Is consideration being given to implementing any of those programs in the near future? Yes__ No __

Q34. If yes, please specify.

* * * * *

Q35. What is the average number of production and maintenance workers (non-office personnel) employed in your yard?

Q36. What percentage of your overall business is:

Shipbuilding	%
Ship Repair	%

* * * * *

Q37. Please indicate the name and position of the person responsible for completing this questionnaire.

Name

Position

Q38. Please indicate the name, position and telephone number of the person to contact for follow-up telephone inquiries.

Name

Position

Telephone

Section III
Past and Present
Morale Improvement Programs

1001 Profit Sharing Plan

Union represented hourly and non-exempt salaried employees participate in the profits accruing from continuing operations. Profits are shared quarterly after absorption of yard overhead expenses; depreciation; selling, administrative and general expense and a 4% allowance for coverage of a 16% annual return on assets. Expenses for profit share payments are not deducted before arriving at the profit share amount. Profits and/or losses are recognized on a major contract after achievement of 30% physical progress. After 30% progress, profits and losses are recognized on a pro rata basis over the life of each major contract. Profits shared are not part of a participant's pay for any other purpose and are not used in the calculation of any other pay, allowance, or benefit. Participants earn profit share based on a point system using the participant's base rate of pay and actual hours worked. Profits are shared on a 50-50 basis up to a maximum of \$2.00/actual hour worked for each participating individual.

2001 Continuous Process Improvement

This is a yard wide all inclusive program generally identified in industry as TQM (TQL at Naval operations). As such it does not lend itself to the type of brief description this project contemplates. Each such program must be tailored to the personality of the operation in which it is initiated.

3001 Continuous Process improvement

(See notation under 2001 above.)

3002 Dinner Certificates

Individual supervisors have the authority to recommend to higher management recognition of individuals or groups of individuals for a special level of effort or accomplishment. That recognition is in the form of a dinner certificate for the employee and spouse (or guest) at a restaurant in the geographical area of their home.

3003 Lead Ship Suggestion Program

Employees assigned to the lead ship in a series were encouraged to offer suggestions in the construction stages of that ship (approximately 18 months). It was determined by management that such an effort was essential to completing the vessel within time and budget constraints.

3004 In-House NewsPaPer

The newspaper is considered an essential link between the organization, as represented by top management and the rest of the workforce, both hourly and salaried. It serves to keep all employees informed of positive and significant yard happenings including recognition of special employee accomplishments. It also provides a conduit for the return flow of information in the form of letters to the editor.

3005 Zero Accident Program

A combined union/management/employee program whereby departmental committees work to design health and safety initiatives to attempt to reduce industrial accidents to zero.

4001 Quality of Work Life Study

(1) Improvement of QWL was viewed as one of several important Strategic Planning goals to be achieved in order to improve our ability to attract, develop and retain an efficient work force.

(2) A formal written survey with periodic follow-up surveys is being used to establish baseline data and measure improvement.

(3) Survey data is being used by each department/office manager to identify needed QWL improvements in their respective organizations.

(4) In addition, a committee of senior shipyard managers reviews survey data to identify shipyard-wide QWL issues needing improvement.

(5) Survey data is shared with all employees by various means, i.e., house organ articles, briefings, etc.

(6) Unions are invited to provide additional information/recommendations regarding areas identified as needing improvements.

5001 Employee Suggestion Program

The program offers all employees an opportunity to submit ideas which reduce costs, increase profits, and improve safety, product quality, work efficiency and the overall work environment. Implemented suggestions are eligible for cash awards of up to 2% of savings -- from \$25 to \$10,000.

5002 Profit Sharing Plan

The plan affords to all eligible employees the opportunity to financially participate, through profit sharing, in the growth and success of the operation. Subject, of course, to certain exceptions and conditions, one third of the operation's pretax profits are shared among all eligible employees.

6001 Communications via Electronic Gate Signs

Timely and accurate communications with the workforce is considered a critical element in creating positive employee morale. Blinking electronic signs at the yard's gates and at strategic other locations are eye catching and are intended as one vehicle to provide employees with timely messages so as to keep them informed of current happenings in the shipyard.

6002 Revised Format of Yard Newspaper

The yard newspaper is another of the communications tools used to create positive morale. A recent change in the newspaper's format to a commercial tabloid was very unfavorably received by the workforce. In response to many complaints, the newspaper was changed back to its "old" 8 1/2" x 11" no-ads friendly format.

6003 Cart-on-the-Mall

Food service in the shipyard is augmented in good weather with a food dispensing cart in an attractive setting to create a picnic-like or holiday ambiance.

6004 Profit Sharing Plan (Limited Application)

Recent changes in product mix at the yard have resulted in more off-site work. Attracting the right mix of volunteers for such work has become more difficult. This profit sharing plan is designed to make off-site work attractive to more employees as well as to improve their performance.

The Plan provides the policy, requirements and procedures for:

- (1) Determining profit
- (2) Dividing profit between the yard and eligible employees,
- (3) Disbursing profit shares to employees,
- (4) Employee eligibility,
- (5) Safeguards against abuse and
- (6) Evaluation.

6005 Recognition Certificates

Special recognition certificates are awarded to deserving employees in recognition of outstanding individual/team effort when that effort may not, in and of itself, provide the necessary basis for some other type of recognition. The special certificates are usually awarded on-the-spot by an employee in any grade level to an employee in a subordinate grade level.

6006 Continuous Process improvement

Problem Solving Teams. See notation under 2001 above. This is an integral part of the TQM effort.

6007 Cafeteria Renovations

A number of physical and cosmetic improvements were made to the various cafeterias in the yard. Such improvements included wall hangings, free standing screens, skylights, plants, vending machines, general area cleanup and increasing usable dining space by relocating the serving line.

6008 LAN Video

As another part of the improved communications effort underway closed circuit televisions are in operation in most of the major buildings in the yard using Local Area Network computer cable routes. The television service provides an avenue for sending a variety of management messages, a 24-hour video bulletin board and mandatory mass training material.

7001 Attendance Program

The attendance program was developed to reward those employees who maintain perfect attendance throughout a six month period. Six month periods run from January through June and July through December. Absences for jury duty, subpoenas, community service activities, worker's comp injuries, vacation days, etc. are not counted. At the end of each six month period, all employees who had perfect attendance over the preceding six month period receive a gift certificate and become eligible for drawings awarding employees, with perfect attendance, one week vacations.

7002 Clothing Program

The operation offers monogrammed jackets, sweaters, shirts, sweat pants, sweat shirts and caps to employees at reduced costs to the employee. It also provides, at no personal cost, all supervisory personnel (Production) with 6 short sleeve or long sleeve shirts to identify them as supervisors. Employees can purchase clothing with their tool allowance money which is given to all employees on a yearly basis.

7004 Revised Vacation Policy

Many employees were not taking their allotted vacation time, but instead taking their money. The company realized that at some time everyone needed "attitude adjustments" and wanted to find out why many employees were not taking vacation time. Under the pre-existing policy, employees had a choice of taking their vacation pay up front on their anniversary date, or delay and take their vacation pay as they take their vacation. Under this vacation policy, vacation pay could only be paid out in full week units. If an employee took less than one week off, he would

either have to take a full week's pay at that time or delay payment until the week is used up. The new policy allows employees to take vacation in units of either 4 or 8 hours and the employees are paid for their vacation as they take it. Any vacation not taken is then paid out to the employees after that year on their next anniversary date.

7003 Pay for Performance

A program has been instituted whereby hourly and salaried employees are paid according to their performance over six month periods. Production employees are appraised and eligible for pay increases twice a year based upon their performance over the preceding six month period.

7005 Radios and Breaks

Provides for a "formal" break program throughout the operation as opposed to a former program of "take a break while you work". Radios are also permitted during working hours within certain constraints.

Section III A
Completed Questionnaires
Sections B and C

Questionnaire #1001

Section B

What is the Morale Improvement Program (M.I.P.) called?

Profit Sharing Plan

Q1. Was the M.I.P. implemented because it was determined to be

Desirable

Q2. What were the indications that brought management to the conclusion that a M.I.P. was either necessary or desirable?

Competitiveness of labor rate/productivity ratio

Q3. Was an attitude survey conducted?

No

(In as much as the answer to Q.3 is in the negative, Q.4 thru 13 are not applicable.)

Section C

Q14. Is the M.I.P.

*Documented
Structured*

Q15. If documented, is the documentation available to all participants?

Yes

Q16. Who participates in the M. I.P.?

*Blue collar
Other - Union represented salaried employees*

Q17. Was the M.I.P. designed

In house

Q18. How much direct input did the affected employees have in the design of the M.I.P.?

None

Q19. How much direct input did the Union(s) have in the design of the M. I. P.?

A lot

Q20. What was the initial reaction to the M.I.P. by the affected employees?

Positive

Q201. What was the initial reaction to the M.I.P. by the overall workforce?

Positive

Q21. How was that reaction determined?

*Grapevine - Non affected employees
Other - Labor agreement ratification vote*

Q23. Are the positive results (higher productivity) of the M.I.P. quantifiable?

Yes

Q24. If yes, please explain.

To the inexact extent that profit is a measure of productivity, then reaching the profit share trigger level can reflect higher productivity.

Q26. Is the improvement in employee morale as a result of the M.I.P. quantifiable?

No

Q28. If no, please explain how a determination of improved morale is made as to an individual, as to the affected group or other.

By the grapevine fortified by repeated labor agreement ratifications

Q29. When was the success of the M.I.P. determined?

On continuing basis. Since its implementation in 1984, its success has been formally evaluated prior to and during subsequent labor agreement negotiations.

Q30. Is the success of the M.I.P. considered to have been short term or long term?

Long term. Continued success since 1984 equates to long term.

Section B

What is the Morale Improvement Program (M. I. P.) called?

Continuous Process Improvement

Q1. Was the M.I.P. implemented because it was determined to be

Necessary

Q2. What were the indications that brought management to the conclusion that a M.I.P. was either necessary or desirable?

Quality improvement process and strategic planning

Q3. Was an attitude survey conducted?

Yes

Q4. Who conducted the survey?

Professional Company Representative

Q5. Did the survey take the form of a

Questionnaire

Q6. If a personal interview, was it

Q7. What class of employees participated in the survey?

All

Q8. Was the survey conducted in an anonymous manner?

Yes

Q9. Was the employee advised that the information would be treated as a confidential matter?

Yes

Q10. Was the employee informed that he/she would be apprised of the results of the survey?

Yes

Q11. If yes, individually? or as part of a group?

Part of Group

Q12. Was the employee apprised of the results of the survey?

Yes

Q13. If a copy of the survey document is available, please provide.

Section C

Q14. Is the M.I.P.

Documented

Q15. If documented, is the documentation available to all participants?

Yes

Q16. Who participates in the M. I. P.?

All employees

Q17. Was the M.I.P. designed

In house

Q18. How much direct input did the affected employees have in the design of the M. I. P.?

A lot

Q19. How much direct input did the Union(s) have in the design of the M. I.P.?

A little

Q20. What was the initial reaction to the M.I.P. by the affected employees?

Positive

Q201 . What was the initial reaction to the M.I.P. by the overall workforce?

Positive

Q21. How was that reaction determined?

Written questions

Q23. Are the positive results (higher productivity) of the M.I.P. quantifiable?

No

Q25. If no, please explain how the determination of success (higher productivity) is made as to an individual, as to the affected group or other.

By tracking costs in work centers, on special projects and on rework.

Q26. Is the improvement in employee morale as a result of the M.I.P. quantifiable?

No

Q28. If no, please explain how a determination of improved morale is made as to an individual, as to the affected group or other.

By surveys

Q29. When was the success of the M.I.P. determined?

On continuing basis. Through measurement of shipyard indicators - tracking non-conformance to requirements.

Q30. is the success of the M.I.P. considered to have been short term or long term?

Long term. It has become the way of doing business in all aspects of shipyard activity.

Section B

What is the Morale Improvement Program (M. I. P.) called?

Continuous Process Improvement

Q1. Was the M.I.P. implemented because it was determined to be

Necessary

Q2. What were the indications that brought management to the conclusion that a M.I.P. was either necessary or desirable?

Quality problems in piping and welding

Q3. Was an attitude survey conducted?

No

(In as much as the answer to Q.3 is in the negative, Q.4 thru 13 are not applicable.)

Section C

Q14. Is the M.I.P.

Documented

Q15. If documented, is the documentation available to all participants?

Yes

Q16. Who participates in the M. I. P.?

All employees

Q17. Was the M.I.P. designed

In house

Q18. How much direct input did the affected employees have in the design of the M. I. P.?

A little

Q19. How much direct input did the Union(s) have in the design of the M. I.P.?

None

Q20. What was the initial reaction to the M.I.P. by the affected employees?

Positive

Q201 . What was the initial reaction to the M.I.P. by the overall workforce?

Neutral

Q21. How was that reaction determined?

Grapevine

Q23. Are the positive results (higher productivity) of the M.I.P. quantifiable?

Yes

Q24. If yes, please explain.

We have seen reductions in manhours required to do the job.

Q26. Is the improvement in employee morale as a result of the M.I.P. quantifiable?

Yes

Q27. If yes, please explain.

Q28. If no, please explain how a determination of improved morale is made as to an individual, as to the affected group or other.

The employees participating are excited about the program, enthusiastic about their jobs and sharing their enthusiasm with others on the job.

Q29. When was the success of the M.I.P. determined?

On continuing basis. All groups are monitored. QA and progress reports are given by groups in presentations given to the CPI Steering Committee which meets bi-weekly.

Q30. Is the success of the M.I.P. considered to have been short term or long term?

Long term. It has become the way of doing business throughout the whole yard.

Section B

What is the Morale Improvement Program (M. I. P.) called?

Dinner certificates

Q1. Was the M.I.P. implemented because it was determined to be

Desirable

Q2. What were the indications that brought management to the conclusion that a M.I.P. was either necessary or desirable?

Recommended in a management forum

Q3. Was an attitude survey conducted?

No

(In as much as the answer to Q.3 is in the negative, Q.4 thru 13 are not applicable)

Section C

Q14. Is the M.I.P.

Undocumented

Q15. If documented, is the documentation available to all participants?

Q16. Who participates in the M. I. P.?

All employees

Q17. Was the M.I.P. designed

In house

Q18. How much direct input did the affected employees have in the design of the M.I.P.?

None

Q19. How much direct input did the Union(s) have in the design of the M. I. P.?

None

Q20. What was the initial reaction to the M.I.P. by the affected employees?

Positive

Q201 . What was the initial reaction to the M.I.P. by the overall workforce?

Positive

Q21. How was that reaction determined?

*Personal interviews
Grapevine*

Q23. Are the positive results (higher productivity) of the M.I.P. quantifiable?

No

Q25. If no, please explain how the determination of success (higher productivity) is made as to an individual, as to the affected group or other.

Gut reaction.

Q26. Is the improvement in employee morale as a result of the M.I.P. quantifiable?

No

Q28. If no, please explain how a determination of improved morale is made as to an individual, as to the affected group or other.

Gut reaction

Q29. When was the success of the M.I.P. determined?

On continuing basis

Q30. is the success of the M.I.P. considered to have been short term or long term?

Long term

Section B

What is the Morale Improvement Program (M. I. P.) called?

Lead Ship Suggestion Program

Q1. Was the M.I.P. implemented because it was determined to be

Necessary

Q2. What were the indications that brought management to the conclusion that a M.I.P. was either necessary or desirable?

New ideas were essential to meeting milestones

Q3. Was an attitude survey conducted?

No

(In as much as the answer to Q.3 is in the negative, Q.4 thru 13 are not applicable)

Section C

Q14. Is the M.I.P.

*Documented
Unstructured*

Q15. If documented, is the documentation available to all participants?

Yes

Q16. Who participates in the M. I. P.?

Other. All those involved in the construction of the lead ship.

Q17. Was the M.I.P. designed

In house

Q18. How much direct input did the affected employees have in the design of the M. I. P.?

None

Q19. How much direct input did the Union(s) have in the design of the M. I. P.?

None

Q20. What was the initial reaction to the M.I.P. by the affected employees?

Positive

Q201. What was the initial reaction to the M.I.P. by the overall workforce?

Neutral

Q21. How was that reaction determined?

*Personal interviews
Grapevine*

Q23. Are the positive results (higher productivity) of the M.I.P. quantifiable?

Q24. If yes, please explain.

Specific suggestions were implemented resulting in shorter production time.

Q26. Is the improvement in employee morale as a result of the M.I.P, quantifiable?

Yes

Q27. If yes, please explain.

Implementation of the suggestions started to build teamwork aboard ship.

Q29. When was the success of the M.I.P. determined?

On continuing basis

Q30. Is the success of the M.I.P. considered to have been short term or long term?

Long term. Suggestions were carried forward to other vessels.

Section B

What is the Morale Improvement Program (M.I.P.) called?

Publishing the In-house Newspaper

Q1. Was the M.I.P. implemented because it was determined to be

Desirable

Q2. What were the indications that brought management to the conclusion that a M.I.P. was either necessary or desirable?

A need to communicate positive news events to all

Q3. Was an attitude survey conducted?

No

(In as much as the answer to Q.3 is in the negative, Q.4 thru 13 are not applicable)

Section C

Q14. Is the M.I.P.

*Documented
Structured*

Q15. If documented, is the documentation available to all participants?

Yes

Q16. Who participates in the M. I. P.?

All employees

Q17. Was the M.I.P. designed

In house

Q18. How much direct input did the affected employees have in the design of the M.I.P.?

None

Q19. How much direct input did the Union(s) have in the design of the M.I.P.?

None

Q20. What was the initial reaction to the M.I.P. by the affected employees?

Positive

Q201 . What was the initial reaction to the M.I.P. by the overall workforce?

Positive

Q21. How was that reaction determined?

Grapevine

Q23. Are the positive results (higher productivity) of the M.I.P. quantifiable?

No

Q25. If no, please explain how the determination of success (higher productivity) is made as to an individual, as to the affected group or other.

Gut reaction and feedback

Q26. Is the improvement in employee morale as a result of the M.I.P. quantifiable?

No

Q28. If no, please explain how a determination of improved morale is made as to an individual, as to the affected group or other.

Gut reaction and feedback

Q29. When was the success of the M.I.P. determined?

On continuing basis. Assessed on a regular basis and format is altered to respond to suggestions as appropriate.

Q30. is the success of the M.I.P. considered to have been short term or long term?

Long term

Section B

What is the Morale Improvement Program (M. I. P.) called?

Zero Accident Program

Q1. Was the M.I.P. implemented because it was determined to be

Necessary

Q2. What were the indications that brought management to the conclusion that a M.I.P. was either necessary or desirable?

Poor safety evaluation by OSHA

Q3. Was an attitude survey conducted?

No

(In as much as the answer to Q.3 is in the negative, Q.4 thru 13 are not applicable)

Section C

Q14. is the M.I.P.

*Documented
Structured*

Q15. If documented, is the documentation available to all participants?

Yes

Q16. Who participates in the M. I. P.?

Blue collar

Q17. Was the M.I.P. designed

In house

Q18. How much direct input did the affected employees have in the design of the M. I. P.?

A lot

Q19. How much direct input did the Union(s) have in the design of the M. I. P.?

None

Q20. What was the initial reaction to the M.I.P. by the affected employees?

Positive

Q201. What was the initial reaction to the M.I.P. by the overall workforce?

Positive

Q21. How was that reaction determined?

*Personal interviews
Grapevine*

Q23. Are the positive results (higher productivity) of the M.I.P. quantifiable?

Yes

Q24. If yes, please explain.

Accident and injury statistics

Q26. Is the improvement in employee morale as a result of the M.I.P. quantifiable?

No

Q28. If no, please explain how a determination of improved morale is made as to an individual, as to the affected group or other.

Through the grapevine and personal interviews

Q29. When was the success of the M.I.P. determined?

On continuing basis

Q30. is the success of the M.I.P. considered to have been short term or long term?

Long term

Section B

What is the Morale Improvement Program (M.I.P.) called?

Quality of Work Life Study

Q1. Was the M.I.P implemented because it was determined to be

Necessary

Q2. What were the indications that brought management to the conclusion that a M.I.P. was either necessary or desirable?

Recognition of need to change some HR practices

Q3. Was an attitude survey conducted?

Yes

Q4. Who conducted the survey?

Outside Professional

Q5. Did the survey take the form of a

Questionnaire

Q6. If a personal interview, was it

Q7. What class of employees participated in the survey?

All

Q8. Was the survey conducted in an anonymous manner?

Yes

Q9. Was the employee advised that the information would be treated as a confidential matter?

Yes

Q10. Was the employee informed that he/she would be apprised of the results of the survey?

Yes

Q11. If yes, individually? or as part of a group?

Part of Group

Q12. Was the employee apprised of the results of the survey?

Yes

Q13. If a copy of the survey document is available, please provide.

Section C

Q14. Is the M.I.P.

Undocumented

Q15. If documented, is the documentation available to all participants?

Q16. Who participates in the M. I.P.?

All employees

Q17. Was the M.I.P. designed

In house

Q18. How much direct input did the affected employees have in the design of the M. I.P.?

None

Q19. How much direct input did the Union(s) have in the design of the M. I. P.?

A little

Q20. What was the initial reaction to the M.I.P. by the affected employees?

Positive

Q201 . What was the initial reaction to the M.I.P. by the overall workforce?

Positive

Q21. How was that reaction determined?

Written questions

Q23. Are the positive results (higher productivity) of the M.I.P. quantifiable?

No

Q25. If no, please explain how the determination of success (higher productivity) is made as to an individual, as to the affected group or other.

QWL improvements resulting from the survey are believed to contribute to overall yard performance.

Q26. Is the improvement in employee morale as a result of the M.I.P. quantifiable?

Yes

Q27. If yes, please explain.

By follow-up survey

Q29. When was the success of the M.I.P. determined?

At a fixed point. By follow-up survey.

Q27. If yes, please explain.

By follow-up survey

Q29. When was the success of the M.I.P. determined?

At a fixed point. By follow-up survey.

Q30. Is the success of the M.I.P. considered to have been short term or long term?

Long term. With our plan to run follow-up surveys periodically, which will lead to further QWL improvements, long term success can be achieved.

Section B

What is the Morale Improvement Program (M. I. P.) called?

Employee Suggestion Program

.Q1. Was the M.I.P. implemented because it was determined to be

Desirable

Q2. What were the indications that brought management to the conclusion that a M.I.P. was either necessary or desirable?

Study undertaken by Employee Involvement Committee

Q3. Was an attitude survey conducted?

No

(In as much as the answer to Q.3 is in the negative, Q.4 thru 13 are not applicable)

Section C

Q14. Is the M.I.P.

*Documented
Structured*

Q15. if documented, is the documentation available to all participants?

Yes

Q16. Who participates in the M.I.P.?

All employees

Q17. Was the M.I.P. designed

In house

Q18. How much direct input did the affected employees have in the design of the M. I. P.?

None

Q19. How much direct input did the Union(s) have in the design of the M. I.P.?

A little

Q20. What was the initial reaction to the M.I.P. by the affected employees?

Positive

Q201 . What was the initial reaction to the M.I.P. by the overall work force?

Positive

Q21. How was that reaction determined?

Other, by the number of suggestions submitted

Q23. Are the positive results (higher productivity) of the M.I.P. quantifiable?

Yes

Q24. If yes, please explain.

By the results of implementation of the employee suggestions.

Q26. Is the improvement in employee morale as a result of the M.I.P. quantifiable?

No

Q28. If no, please explain how a determination of improved morale is made as to an individual, as to the affected group or other.

Q29. When was the success of the M.I.P. determined?

On continuing basis

Q30. Is the success of the M.I.P. considered to have been short term or long term?

Long term. The program has been in existence for two years, and to date, it has been successful.

Section B

What is the Morale Improvement Program (M. I. P.) called?

Profit Sharing Plan

Q1. Was the M.I.P. implemented because it was determined to be

Desirable

Q2. What were the indications that brought management to the conclusion that a M.I.P. was either necessary or desirable?

A determination for common goals for all employees

Q3. Was an attitude survey conducted?

No

(In as much as the answer to Q.3 is in the negative, Q.4 thru 13 are not applicable)

Section C

Q14. Is the M.I.P.

*Documented
Structured*

QI 5. If documented, is the documentation available to all participants?

Yes

QI 6. Who participates in the M. I. P.?

All employees

Q17. Was the M.I.P. designed

In house

Q1 8. How much direct input did the affected employees have in the design of the M. I.P.?

None

Q19. How much direct input did the Union(s) have in the design of the M. I.P.?

A little

Q20. What was the initial reaction to the M.I.P. by the affected employees?

Positive

Q201. What was the initial reaction to the M.I.P. by the overall workforce?

Positive

Q21. How was that reaction determined?

Grapevine

Q23. Are the positive results (higher productivity) of the M.I.P. quantifiable?

No

Q25. If no, please explain how the determination of success (higher productivity) is made as to an individual, as to the affected group or other.

By management's assessment of the morale of the yard.

Q26. Is the improvement in employee morale as a result of the M.I.P. quantifiable?

No

Q28. If no, please explain how a determination of improved morale is made as to an individual, as to the affected group or other.

By general consensus of management

Q29. When was the success of the M.I.P. determined?

On continuing basis

Q30. Is the success of the M.I.P. considered to have been short term or long term?

Long term. The program will be in effect for a minimum of five years.

Section B

What is the Morale Improvement Program (M. I. P.) called?

Communications via Electronic Gate Signs

Q1. Was the M.I.P. implemented because it was determined to be

Desirable

Q2. What were the indications that brought management to the conclusion that a M.I.P. was either necessary or desirable?

Recurring comments about poor communications

Q3. Was an attitude survey conducted?

Yes

Q4. Who conducted the survey?

Outside Professional

Q5. Did the survey take the form of a

Questionnaire

Q6. if a personal interview, was it

Q7. What class of employees participated in the survey?

All

Q8. Was the survey conducted in an anonymous manner?

Yes

Q9. Was the employee advised that the information would be treated as a confidential matter?

Yes

Q10. Was the employee informed that he/she would be apprised of the results of the survey?

Yes

Q11. if yes, individually? or as part of a group?

Part of group

Q12. Was the employee apprised of the results of the survey?

Yes

Q13. If a copy of the survey document is available, please provide.

Section C

Q14. Is the M.I.P.

Documented

Q15. If documented, is the documentation available to all participants?

No

Q16. Who participates in the M. I.P.?

All employees

Q17. Was the M.I.P. designed

Purchased off-the-shelf

Q18. How much direct input did the affected employees have in the design of the M. I.P.?

None

Q19. How much direct input did the Union(s) have in the design of the M. I. P.?

None

Q20. What was the initial reaction to the M.I.P. by the affected employees?

Positive

Q201 . What was the initial reaction to the M.I.P. by the overall workforce?

Neutral

Q21. How was that reaction determined?

Grapevine

Q23. Are the positive results (higher productivity) of the M.I.P. quantifiable?

No

Q25. If no, please explain how the determination of success (higher productivity) is made as to an individual, as to the affected group or other.

. Management assessment

Q26. Is the improvement in employee morale as a result of the M.I.P. quantifiable?

Yes

Q27. If yes, please explain.

Management assessment

Q29. When was the success of the M.I.P. determined?

On continuing basis

Q30. Is the success of the M.I.P. considered to have been short term or long term?

Long term

Section B

What is the Morale Improvement Program (M. I. P.) called?

Revised Format Of Yard Newspaper

Q1. Was the M.I.P. implemented because it was determined to be

Desirable

Q2. What were the indications that brought management to the conclusion that a M.I.P. was either necessary or desirable?

Employee complaints

Q3. Was an attitude survey conducted?

Yes

Q4. Who conducted the survey?

Non-Professional Company Representative

Q5. Did the survey take the form of a

Questionnaire

Q6. If a personal interview, was it

Q7. What class of employees participated in the survey?

All

Q8. Was the survey conducted in an anonymous manner?

Yes

Q9. Was the employee advised that the information would be treated as a confidential matter?

No

(Q10. Was the employee informed that he/she would be apprised of the results of the survey?

Yes

Q11. If yes, individually? or as part of a group?

Part of group

Q12. Was the employee apprised of the results of the survey?

Yes

Q13. if a copy of the survey document is available, please provide.

Section C

Q14. Is the M.I.P.

Documented

Q15. If documented, is the documentation available to all participants?

No

Q1 6. Who participates in the M. I. P.?

All employees

Q17. Was the M.I.P. designed

In house

Q18. How much direct input did the affected employees have in the design of the M. I. P.?

None

Q19. How much direct input did the Union(s) have in the design of the M. I.P.?

None

Q20. What was the initial reaction to the M.I.P. by the affected employees?

Positive

Q201 . What was the initial reaction to the M.I.P. by the overall workforce?

Positive

Q21 . How was that reaction determined?

Grapevine

Q23. Are the positive results (higher productivity) of the M.I.P. quantifiable?

No

Q25. If no, please explain how the determination of success (higher productivity) is made as to an individual, as to the affected group or other.

Q26. Is the improvement in employee morale as a result of the M.I.P. quantifiable?

Yes

Q27. If yes, please explain.

By survey

Q29. When was the success of the M.I.P. determined?

On continuing basis

Q30. Is the success of the M.I.P. considered to have been short term or long term?

Long term

Section B

What is the Morale Improvement Program (M. I. P.) called?

Cart-On-The-Mall

Q1. Was the M.I.P. implemented because it was determined to be

Desirable

Q2. What were the indications that brought management to the conclusion that a M.I.P. was either necessary or desirable?

Employee suggestions and reactions

Q3. Was an attitude survey conducted?

No

(In as much as the answer to Q.3 is in the negative, Q.4 thru 13 are not applicable)

Section C

Q14. Is the M.I.P.

Undocumented

Q15. If documented, is the documentation available to all participants?

Q16. Who participates in the M. I. P.?

All employees

Q17. Was the M.I.P. designed

In house

Q18. How much direct input did the affected employees have in the design of the M. I. P.?

A little

Q19. How much direct input did the Union(s) have in the design of the M. I.P.?

A little

Q20. What was the initial reaction to the M.I.P. by the affected employees?

Positive

Q201 . What was the initial reaction to the M.I.P. by the overall workforce?

Positive

Q21 . How was that reaction determined?

*Grapevine
Other*

Q23. Are the positive results (higher productivity) of the M.I.P. quantifiable?

No

Q25. If no, please explain how the determination of success (higher productivity) is made as to an individual, as to the affected group or other.

Q26. Is the improvement in employee morale as a result of the M.I.P. quantifiable?

Yes

Q27. If yes, please explain.

Daily sales were sustained. Mobs of people lined up at lunch.

Q29. When was the success of the M.I.P. determined?

On continuing basis

Q30. Is the success of the M.I.P. considered to have been short term or long term?

Long term

Section B

What is the Morale Improvement Program (M. I. P.) called?

Profit Sharing (Limited application)

Q1. Was the M.I.P. implemented because it was determined to be

Desirable

Q2. What were the indications that brought management to the conclusion that a M.I.P. was either necessary or desirable?

Diminution in volunteers for certain off-site work

Q3. Was an attitude survey conducted?

No

(In as much as the answer to Q.3 is in the negative, Q.4 thru 13 are not applicable)

Section C

Q14. Is the M.I.P.

*Documented
Structured*

Q15. If documented, is the documentation available to all participants?

No

Q16. Who participates in the M.I.P.?

*Blue collar
Other*

Q17. Was the M.I.P. designed

In house

Q1 8. How much direct input did the affected employees have in the design of the M. I. P.?

None

Q19. How much direct input did the Union(s) have in the design of the M. I. P.?

A lot

Q20. What was the initial reaction to the M.I.P. by the affected employees?

Neutral

Q201. What was the initial reaction to the M.I.P. by the overall workforce?

Neutral

Q21. How was that reaction determined?

Grapevine

Q23. Are the positive results (higher productivity) of the M.I.P. quantifiable?

No

Q25. If no, please explain how the determination of success (higher productivity) is made as to an individual, as to the affected group or other.

The individual's productivity is determined by the supervisor. The groups productivity is determined by the amount of profit to be shared.

Q26. Is the improvement in employee morale as a result of the M.I.P. quantifiable?

Yes

Q27. if yes, please explain.

To some degree by the number of volunteers we get for off-site work and the continued success we have in completing work on time with a profit.

Q29. When was the success of the M.I.P. determined?

On continuing basis

Q30. Is the success of the M.I.P. considered to have been short term or long term?

Long term

Section B

What is the Morale Improvement Program (M. I. P.) called?

Certificates of Recognition

Q1. Was the M.I.P. implemented because it was determined to be

Desirable

Q2. What were the indications that brought management to the conclusion that a M.I.P. was either necessary or desirable?

Employee feedback

Q3. Was an attitude survey conducted?

Yes

Q4. Who conducted the survey?

Outside Professional

Q5. Did the survey take the form of a

Questionnaire

Q6. If a personal interview, was it

Q7. What class of employees participated in the survey?

All

Q8. Was the survey conducted in an anonymous manner?

Yes

Q9. Was the employee advised that the information would be treated as a confidential matter?

Yes

Q10. Was the employee informed that he/she would be apprised of the results of the survey?

Yes

Q11. If yes, individually? or as part of a group?

Part of group

Q12. Was the employee apprised of the results of the survey?

Yes

Q13. If a copy of the survey document is available, please provide.

Section C

Q14. Is the M.I.P.

Documented

Q15. If documented, is the documentation available to all participants?

Yes

Q16. Who participates in the M. I. P.?

All employees

Q17. Was the M.I.P. designed

In house

Q18. How much direct input did the affected employees have in the design of the M. I.P.?

None

Q19. How much direct input did the Union(s) have in the design of the M. I. P.?

None

Q20. What was the initial reaction to the M.I.P. by the affected employees?

Positive

Q201 . What was the initial reaction to the M.I.P. by the overall workforce?

Neutral

Q21 . How was that reaction determined?

Grapevine
Other

Q23. Are the positive results (higher productivity) of the M.I.P. quantifiable?

No

Q25. If no, please explain how the determination of success (higher productivity) is made as to an individual, as to the affected group or other.

Q26. Is the improvement in employee morale as a result of the M.I.P. quantifiable?

Yes

Q27. If yes, please explain.

Q29. When was the success of the M.I.P. determined?

On continuing basis

Q30. Is the success of the M.I.P. considered to have been short term or long term?

Long term

Section B

What is the Morale Improvement Program (M. I. P.) called?

IQM Problem Solving Team

Q1. Was the M.I.P. implemented because it was determined to be

Necessary

Q2. What were the indications that brought management to the conclusion that a M.I.P. was either necessary or desirable?

Serious problems with cost and schedule adherence.

Q3. Was an attitude survey conducted?

Yes

Q4. Who conducted the survey?

Outside Professional

Q5. Did the survey take the form of a

Questionnaire

Q6. If a personal interview, was it

Q7. What class of employees participated in the survey?

All

Q8. Was the survey conducted in an anonymous manner?

Yes

Q9. Was the employee advised that the information would be treated as a confidential matter?

Yes

Q10. Was the employee informed that he/she would be apprised of the results of the survey?

Yes

Q11. If yes, individually? or as part of a group?

Part of group

Q12. Was the employee apprised of the results of the survey?

Yes

Q13. If a copy of the survey document is available, please provide.

Section C

Q14. Is the M.I.P.

Documented

Q15. if documented, is the documentation available to all participants?

Yes

Q16. Who participates in the M. I. P.?

All employees

Q17. Was the M.I.P. designed

In house

Q18. How much direct input did the affected employees have in the design of the M. I. P.?

A little

Q19. How much direct input did the Union(s) have in the design of the M. I. P.?

None

Q20. What was the initial reaction to the M.I.P. by the affected employees?

Neutral

Q201 . What was the initial reaction to the M.I.P. by the overall workforce?

Neutral

Q21 . How was that reaction determined?

*Personal interviews
Grapevine*

Q23. Are the positive results (higher productivity) of the M.I.P. quantifiable?

Yes

Q24. If yes, please explain.

Q26. Is the improvement in employee morale as a result of the M.I.P. quantifiable?

Yes

Q27. If yes, please explain.

Q29. When was the success of the M.I.P. determined?

On continuing basis

Q30. Is the success of the M.I.P. considered to have been short term or long term?

Long term

Section B

What is the Morale Improvement Program (M. I. P.) called?

Attendance Program

Q1. Was the M.I.P. implemented because it was determined to be

Desirable

Q2. What were the indications that brought management to the conclusion that a M.I.P. was either necessary or desirable?

Examination of attendance records

Q3. Was an attitude survey conducted?

No

(In as much as the answer to Q.3 is in the negative, Q.4 thru 13 are not applicable)

Section C

Q14. Is the M.I.P.

*Documented
Structured*

Q15. If documented, is the documentation available to all participants?

Yes

Q16. Who participates in the M. I. P.?

*Blue collar
Non-exempt salary*

Q17'. Was the M.I.P. designed

In house

Q18. How much direct input did the affected employees have in the design of the M. I.P.?

A little

Q19. How much direct input did the Union(s) have in the design of the M. I.P.?

Not applicable

Q20. What was the initial reaction to the M.I.P. by the affected employees?

Neutral

Q201 . What was the initial reaction to the M.I.P. by the overall workforce?

Neutral

Q21. How was that reaction determined?

*Personal interviews
Grapevine*

Q23. Are the positive results (higher productivity) of the M.I.P. quantifiable?

Yes, through the attendance records. Improved attendance equates to improved productivity.

Q25. If no, please explain how the determination of success (higher productivity) is made as to an individual, as to the affected group or other.

Current attendance records.

Q26. Is the improvement in employee morale as a result of the M.I.P. quantifiable?

No

Q27. If yes, please explain.

Q28. If no, please explain how a determination of improved morale is made as to an individual, as to the affected group or other.

By way of a listing of employees who have attained perfect attendance from about 50 before the program to over 230 after implementation.

Q29. When was the success of the M.I.P. determined?

At a fixed point. At the end of the first attendance period - January and July of each year.

Q30. Is the success of the M.I.P. considered to have been short term or long term?

Long term. With positive results the program will continue over the long haul.

Section B

What is the Morale Improvement Program (M. I. P.) called? “

Company Logo Clothing Program

Q1. Was the M.I.P. implemented because it was determined to be

Desirable

Q2. What were the indications that brought management to the conclusion that a M.I.P. was either necessary or desirable?

An attempt to foster and enhance company loyalty

Q3. Was an attitude survey conducted?

Yes

Q4. Who conducted the survey?

Professional Company Representative

Q5. Did the survey take the form of a

Interview

Q6. If a personal interview, was it

Unstructured
1-on-1

Q7. What class of employees participated in the survey?

All

Q8. Was the survey conducted in an anonymous manner?

Yes

Q9. Was the employee advised that the information would be treated as a confidential matter?

No

Q10. Was the employee informed that he/she would be apprised of the results of the survey?

No

Q11. If yes, individually? or as part of a group?

Q12. Was the employee apprised of the results of the survey'?

No

Q13. If a copy of the survey document is available, please provide.

Section C

Q14. Is the M.I.P.

*Documented
Structured*

Q15. If documented, is the documentation available to all participants?

Yes

Q16. Who participates in the M. I. P.?

All employees

Q17. Was the M.I.P. designed

In house

Q18. How much direct input did the affected employees have in the design of the M. I. P.?

A little

Q19. How much direct input did the Union(s) have in the design of the M. I. P.?

Not applicable

Q20. What was the initial reaction to the M.I.P. by the affected employees?

Positive

Q201. What was the initial reaction to the M.I.P. by the overall workforce?

Positive

Q21. How was that reaction determined?

Other. By number of clothing items purchased.

Q23. Are the positive results (higher productivity) of the M.I.P. quantifiable?

No

Q25. If no, please explain how the determination of success (higher productivity) is made as to an individual, as to the affected group or other.

One-on-one discussions.

Q26. Is the improvement in employee morale as a result of the M.I.P. quantifiable?

No

Q28. If no, please explain how a determination of improved morale is made as to an individual, as to the affected group or other.

One-on-one discussions.

Q29. When was the success of the M.I.P. determined?

On continuing basis

Q30. Is the success of the M.I.P. considered to have been short term or long term?

Long term

Section B

What is the Morale Improvement Program (M. I. P.) called?

Pay For Performance

Q1. Was the M.I.P. implemented because it was determined to be

Necessary

Q2. What were the indications that brought management to the conclusion that a M.I.P. was either necessary or desirable?

An effort to relate wage increases to performance

Q3. Was an attitude survey conducted?

Yes

Q4. Who conducted the survey?

Professional Company Representative

Q5. Did the survey take the form of a

Interview

Q6. If a personal interview, was it

Unstructured
"On-site," home environment
1-on-1

Q7. What class of employees participated in the survey?

Blue collar
Non-exempt

Q8. Was the survey conducted in an anonymous manner?

Yes

Q9. Was the employee advised that the information would be treated as a confidential matter?

Yes

Q10. Was the employee informed that he/she would be apprised of the results of the survey?

Yes

Q11. If yes, individually? or as part of a group?

Part of group

Q12. Was the employee apprised of the results of the survey?

Yes

Q13. If a copy of the survey document is available, please provide.

Section C

Q14. Is the M.I.P.

*Documented
Structured*

Q15. If documented, is the documentation available to all participants?

Yes

Q16. Who participates in the M. I. P.?

All employees

Q17. Was the M.I.P. designed

In house

Q18. How much direct input did the affected employees have in the design of the M. I. P.?

A lot

Q19. How much direct input did the Union(s) have in the design of the M. I.P.?

Not applicable

Q20. What was the initial reaction to the M.I.P. by the affected employees?

Neutral

Q201 . What was the initial reaction to the M.I.P. by the overall workforce?

Neutral

Q21. How was that reaction determined?

*Personal interviews
Grapevine*

Q23. Are the positive results (higher productivity) of the M.I.P. quantifiable?

Yes

Q24. If yes, please explain.

By review of individual performance appraisal forms and subsequent performance appraisal reports.

Q26. Is the improvement in employee morale as a result of the M.I.P. quantifiable?

Yes

Q27. If yes, please explain.

In comparing employees' present performance appraisals with past performance appraisals.

Q29. When was the success of the M.I.P. determined?

At a fixed point

Q30. Is the success of the M.I.P. considered to have been short term or long term?

Long term.

Section B

What is the Morale Improvement Program (M. I. P.) called?

Radios and Breaks Program

Q1. Was the M.I.P. implemented because it was determined to be

Desirable

Q2. What were the indications that brought management to the conclusion that a M.I.P. was either necessary or desirable?

Re-establishment of practices that had been abused

Q3. Was an attitude survey conducted?

Yes

Q4. 'Who conducted the survey?

Professional Company Representative

Q5. Did the survey take the form of a

Interview

Q6. If a personal interview, was it

Q7. What class of employees participated in the survey?

All

Q8. Was the survey conducted in an anonymous manner?

Yes

Q9. Was the employee advised that the information would be treated as a confidential matter?

Yes

Q10. Was the employee informed that he/she would be apprised of the results of the survey?

Yes

Q11. If yes, individually? or as part of a group? 1

Part of group

Q12. Was the employee apprised of the results of the survey?

Yes, through implementation of policy.

Q13. If a copy of the survey document is available, please provide.

Section C

Q14. Is the M.I.P.

*Documented
Structured*

Q15. If documented, is the documentation available to all participants?

Yes

Q16. Who participates in the M. I. P.?

All employees

Q17. Was the M.I.P. designed

In house

Q18. How much direct input did the affected employees have in the design of the M. I. P.?

A lot

Q19. How much direct input did the Union(s) have in the design of the M. I. P.?

Not applicable

Q20. What was the initial reaction to the M.I.P. by the affected employees?

Positive

Q201. What was the initial reaction to the M.I.P. by the overall workforce?

Positive

Q21. How was that reaction determined?

*Personal interviews
Grapevine*

Q23. Are the positive results (higher productivity) of the M.I.P. quantifiable?

No

Q24. If yes, please explain.

Q25. if no, please explain how the determination of success (higher productivity) is made as to an individual, as to the affected group or other.

Interviews with involved supervisors.

Q26. Is the improvement in employee morale as a result of the M.I.P. quantifiable?

No

Q28. If no, please explain how a determination of improved morale is made as to an individual, as to the affected group or other.

Q29. When was the success of the M.I.P. determined?

On continuing basis. Under regular review by involved supervisors and members of the employee committee.

Q30. Is the success of the M.I.P. considered to have been short term or long term?

Long term

Section III B

Frequency Distribution of Answers by Question

- Q1. Was the Morale Improvement Program (M. I. P.) implemented because it was determined to be necessary or desirable? (Please answer one or the other - not both.)

	Total	Percent
Base	22	
Necessary	7	32
Desirable	15	68

- Q3. Was an attitude survey conducted?

Yes	9	41
No	13	59

- Q4. If a survey was involved, who conducted it?

Professional Company Rep.	4	44
Non-Professional Company Rep.	1	11
Outside Professional	4	41
Other	0	

- Q5. Did the survey take the form of a written questionnaire or a personal interview?

Base	9	
Questionnaire	6	67
Interview	3	33

Q6. If a personal interview, please indicate which of the following are appropriate.

	Total	Percent
Structured	1	17
Unstructured	2	33
On-site, home environment	1	17
On-site, other	0	
Off-site	0	
"1-on-1"	2	33
Other than "1-on-1"	0	

Q7. What class of employees participated in the survey? Please check the appropriate category(s).

Base	9	
All	8	80
Blue collar	1	10
Non-exempt	1	10
Exempt	0	
Other	0	

Q8. Was the survey conducted in an anonymous manner?

Yes	9	100
No	0	

Q9. Was the employee told that the information would be treated as a confidential matter?

Yes	7	78
No	2	22

Q10, Was the employee told that he/she would be apprised of the results of the survey?

Base	9	
Yes	8	89
No	1	11

Q11. If yes, individually or as part of a group?

	Total	Percent
Individual	0	
Part of Group	8	100

Q12. Was the employee apprised of the results of the survey?

Yes	8	88
No	1	12

Q.14 Is the M.I.P. (Please Check)

Base	22	
Documented	19	63
Undocumented	3	10
Structured	8	27
Unstructured	0	

Q15. If documented, is the documentation available to all participants?

Yes	16	84
No	3	16

Q16. Who participates in the M. I. P.? (Please check)

All employees	17	71
Blue collar	3	13
Non-exempt salary	1	4
Exempt salary	0	0
Other	3	3

Q17. Was the M.I.P. designed

	Total	Percent
Base	22	
In house	22	100
By an Outside Professional	0	
Purchased off-the-shelf	0	
Other	0	

Q18. How much direct input did the affected employees have in the design of the M. I. P.?

None	11	50
A little	7	7
A lot	4	18

Q19. How much direct input did the union(s) have in the design of the M. I.P.?

Not applicable	4	18
None	10	45
A little	6	27
A lot	2	9

Q20. What was the initial reaction to the M.I.P. by the affected employees?

Base	22	
Positive	18	81
Neutral	4	18
Negative	0	
Other	0	

Q201. What was the initial reaction to the M.I.P. by the overall workforce?

	Total Percent	
Positive	16	73
Neutral	6	27
Negative	0	
Other	0	

Q21. How was that reaction determined?

Base	22	
Written questions	2	5
Personal interviews	8	22
Grapevine	19	53
Other	7	19

Q23. Are the positive results (higher productivity) of the M.I.P. quantifiable?

Yes	9	41
No	13	59

Q26. Is the improvement in employee morale as a result of this M.I.P. quantifiable?

Yes	14	64
No	8	36

Q29. When was the success of the M.I.P. determined?

Base	22	
At a fixed point	2	9
On continuing basis	20	91

Q30. is the success of the M.I.P. considered to have been

Short term	0	
Long term	22	100

Section IV A
Completed Questionnaires
Section D

Questionnaire #1011

Q31. Have you investigated other M. I.P.'s which may be applicable to your workforce?

Yes

Q32. If yes, please provide a brief description of those programs which you have considered implementing.

A yardwide productivity gainsharing program.

Q33. Is consideration being given to implementing that program in the near future?

No

Questionnaire #2011

Q31. Have you investigated other M. I.P.'s which may be applicable to your workforce?

Yes

Q32. If yes, please provide a brief description of those programs which you have considered implementing.

A yardwide productivity gainsharing program.

Q33. Is consideration being given to implementing that program in the near future?

Yes

If yes, please specify.

Currently awaiting top level approval.

Questionnaire #3011

Q31. Have you investigated other M.I. P.'s which may be applicable to your workforce

Yes

Q32. If yes, please provide a brief description of those programs which you have considered implementing.

Safety program using problem solving teams in each shop.

Q33. Is consideration being given to implementing that program in the near future?

Yes

If yes, please specify.

Follow-on to successful pilot program.

Questionnaire #3012

Q31. Have you investigated other M. I.P.'s which may be applicable to your workforce

Yes

Q32. If yes, please provide a brief description of those programs which you have considered implementing.

Communications program where managers report news items.

Q33. Is consideration being given to implementing that program in the near future?

Yes

If yes, please specify.

Follow-on to successful pilot program.

Questionnaire #3013

Q31. Have you investigated other M. I.P.'s which may be applicable to your workforce?

Yes

Q32. If yes, please provide a brief description of those programs which you have considered implementing.

Employee suggestion program.

Q33. Is consideration being given to implementing that program in the near future?

Yes

If yes, please specify.

Questionnaire #4011

Q31. Have you investigated other M. I.P.'s which may be applicable to your workforce?

Yes

Q32. If yes, please provide a brief description of those programs which you have considered implementing.

Survey results identify the need for other programs.

Q33. Is consideration being given to implementing that program in the near future?

Yes

If yes, please specify.

As indicated by survey.

Questionnaire #6011

Q31. Have you investigated other M.I.P.'s which may be applicable to your workforce

Yes

Q32. 'If yes, please provide a brief description of those programs which you have considered implementing.

Restroom upgrade.

Q33. Is consideration being given to implementing that program in the near future?

Yes

If yes, please specify.

being determined.

Questionnaire #6012

Q31. Have you investigated other M.I.P.'s which may be applicable to your workforce

Yes

Q32. If yes, please provide a brief description of those programs which you have considered implementing.

A yardwide productivity gainsharing program.

Q33. Is consideration being given to implementing that program in the near future?

Yes

If yes, please specify.

Currently awaiting top level approval.

Questionnaire #7011

Q31. Have you investigated other M. I.P.'s which may be applicable to your workforce?

Yes

Q32. If yes, please provide a brief description of those programs which you have considered implementing.

Providing program participants with overalls/coveralls.

Q33. Is consideration being given to implementing that program in the near future?

Yes

If yes, please specify.

Currently under review.

Questionnaire #7012

Q31. Have you investigated other M.I.P.'s which may be applicable to your workforce?

Yes

Q32. If yes, please provide a brief description of those programs which you have considered implementing.

Providing lunchroom facilities for all employees.

Q33. Is consideration being given to implementing that program in the near future?

Yes

If yes, please specify.

Pending award of future contracts.

Q31. Have you investigated other M.I.P.'s which may be applicable to your workforce

Yes

Q32. If yes, please provide a brief description of those programs which you have considered implementing.

Revision to Attendance Program based on employee input.

Q33. Is consideration being given to implementing that program in the near future?

Yes

If yes, please specify.

Review results of survey of employees.

SECTION IV B

Frequency Distribution of Answers by Question

Q31. Have you investigated other M. I.P.'s which may be applicable to your workforce?

	Total Percent	
Base	11	
Yes	11	100
No	0	

Q33. Is consideration being given to implementing that program in the near future?

	Total Percent	
Base	11	
Yes	10	91
No	1	9

SECTION V

Summary Highlights

A total of twenty-two M.I.P.s were submitted from the seven participating yards:

Three of the programs - #1001, #5002 and #6004 - are profit sharing programs

Three of the programs can be classed under the general heading of TQM - #2001, #3001 and #6006

Two are employee suggestion programs - #5001 and #3003

There are two employee recognition programs - #3003 and #6005

Four can be classed under the heading of improvements in communications between the organization and the general workforce - #3004 and #6001, #6002 and #6008

Eight of the twenty-two or 36% were instituted because management felt it was essential to its survival and/or competition ability:

#2001, #3001, #3003, #3005, #6001, #6006 and #7003

Most of the programs (59%) were instituted independent of an up front survey of the attitudes of the participants toward them. In eight of the nine cases (41%) where employee attitudes were surveyed, representatives of all classes of employees participated. Additionally, each of the nine surveys was conducted in an anonymous manner and, as to each such survey, the participants were told they would be apprised of the research of the survey and they were, in fact, so apprised.

Nineteen (83%) of the Morale Improvement Programs are documented and as to sixteen of them the documentation is available to all participants. All twenty-two of the Morale Improvement Programs were designed in-house. Affected employees had input in the design of only half of them and the union(s) in only 36%. In seventeen (71 %) of the M.I.P.s all employees at the respective yards participate.

Positive results (higher productivity) of the M.I.P. are quantifiable in only nine (41%) of the cases. However, in fourteen (64%) cases an improvement in employee morale as a result of the program is asserted to be quantifiable.

All twenty-two programs are considered to have long term success.

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ŽOverall Quality of Report

☐ Excellent ☐ Good ☐ Fair ☐ Poor

ŽUsefulness to You/Your Organization

☐ Very Useful ☐ Moderately Useful ☐ N/A

ŽDid/Will your organisation implement the
results of this project? ☐ Yes ☐ No

If not, why? _____

ŽHow Did You Receive Report?

☐ Mailed directly to you
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ŽDid/Will You Pass Report On To Someone Else?

☐ Yes ☐ No

ŽIn Your Opinion, Is Anything Missing That
Would Make This Report Better?

☐ Yes _____

ŽGeneral Comments

_____ NSRP 0351

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We would appreciate your comments on this report. Please take a few minutes to complete and return this postage-paid card. Thank you.

Name _____

Organization _____

Phone _____

ŽOverall Quality of Report

☐ Excellent ☐ Good ☐ Fair ☐ Poor

ŽUsefulness to You/Your Organisation

☐ Very Useful ☐ Moderately Useful ☐ N/A

• Did/Will your organisation implement the
results of this project? ☐ Yes ☐ No

ŽHow Did You Receive Report?

☐ Mailed directly to you
☐ Referred to you by someone else

ŽDid/Will You Pass Report On To Someone Else?

☐ Yes ☐ No

ŽIn Your Opinion, is Anything Missing That
Would Make This Report Better?

☐ Yes _____

ŽGeneral Comments



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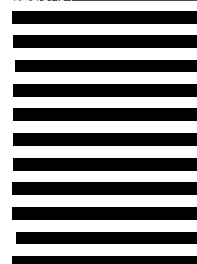
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